

# Table Map

## Stage

**Table #1**  
**FEMA**

**Table #2**  
**RAC**

**Table #3**  
**City**

**Table #4**  
**County |**  
**Volunteers**

**Table #5**  
**CO Nat**  
**Guard**

**Table #6**  
**NORTHCOM**  
**Military**

**Table #7**  
**CEPP**

**Table #8**  
**State of**  
**Colorado**

**Table #9**  
**CO Dept**  
**of Labor**

**Table #11**  
**DHS ICE**

**Table #12**  
**DHS TSA**  
**FBI**

**Table #13**  
**DHS CIS**

**Table #14**  
**DHS CIS**

**Table #15**  
**DOC | DOJ**  
**DOT |**  
**USDA**

**Table #16**  
**DOD**  
**EPA**

**Table #17**  
**DOI ONRR**

**Table #18**  
**NARA | GSA**  
**IRS**

**Table #19**  
**HHS FDA**

**Table #20**  
**Utah**



# **Mile High DICE FY-16**

## **Hazardous Materials Seminar and Tabletop Exercise**

November 4, 2015



**FEMA**



# Welcome

## **Gay Page**

Colorado Federal Executive Board  
Executive Director

## **Robert A. Farmer**

Acting Regional Administrator  
FEMA Region VIII

## **Fred Eidson**

DOC/EDA Regional Administrator (A)  
Vice Chair, Colorado Federal Executive Board  
Executive Committee



**FEMA**



# Purpose of Mile High DICE

- Provide a forum for interagency coordination and improvement of continuity plans
- Examine hazardous materials incident information and experiences to further our ability to prepare for these types of incidents that may impact the performance of essential functions

## Association:

- Linked to the Regional Inter-agency Steering Committee (RISC) 2015 hazardous materials information theme



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**Cell Phones/Media on vibrate, please**



# Welcome Regional Advisory Council (RAC) and Regional Interagency Steering Committee (RISC)

- What is the RAC and RISC?
- How does it relate to this event?
- RISC 2016 Theme Announcement: Cyber



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# Objectives of Mile High DICE

- Discuss and examine the challenges, issues and best practices associated with a hazardous materials incident
- Increase organizational awareness about the importance of incorporating all-hazards into continuity planning
- Discuss ethical implications of large-scale disaster response in crisis decision making
- Identify solutions or alternative actions to challenges, gaps or vulnerabilities in organizational continuity plans and procedures

## Participant Handbook/Feedback



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# Attendees/Discussion Tables

- Table 1: FEMA R-VIII
- Table 2: RAC
- Table 3: City
- Table 4: County | Volunteers
- Table 5: CO National Guard
- Table 6: NORTHCOM | Military
- Table 7: CEPP
- Table 8: State of Colorado
- Table 9: CO Dept of Labor
- Table 10: CO Dept of Labor
- Table 11: DHS ICE
- Table 12: DHS TSA | FBI
- Table 13: DHS CIS
- Table 14: DHS CIS
- Table 15: DOC | DOJ | DOT | USDA
- Table 16: DOD | EPA
- Table 17: DOI ONRR
- Table 18: NARA | GSA | IRS
- Table 19: HHS FDA
- Table 20: State of Utah



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# Agenda

Time	Session
8:00	Registration
8:30 am	Welcome / Opening Remarks
9:00 am	Continuity Preparedness, Mr. Roger L. Stone
9:20 am	HAZMAT Threats, Captain John Hahn
9:40 am	Incident Investigation, Special Agent David R. Autrey
10:00 am	Why does the 8 <sup>th</sup> CST exist?, Lt Colonel Charles Beatty
10:20 am	Networking Break
10:45 am	Panel Discussion
11:45 pm	Lunch (On your Own)
1:00 pm	Discussion-Based Exercise, Mr. Jeff Blizzard
4:00 pm	Adjourn



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# COOP in 90 Seconds

## COOP -vs- Devolution

**Normal  
Operations**

MISSION
PERSONNEL
FACILITY

**COOP  
Activation**

MISSION
PERSONNEL
<del>FACILITY</del>

Loss of Facility

**COOP Execution**

MISSION
PERSONNEL
ERS FACILITY

**Devolution  
of  
Operations**

MISSION
<del>PERSONNEL</del>
<del>FACILITY</del>

Loss of Facility  
& Personnel

**Devolution Execution**

MISSION
New PERSONNEL
New FACILITY

**Reconstitution**

Takes Organization back to a state of Normalcy



# FEMA

## Continuity Preparedness

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Mr. Roger Stone

Acting Assistant Administrator, FEMA/HQ,  
National Continuity Programs

November 4, 2015



# FEMA

## HAZMAT Threats

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Captain John Hahn

Colorado State Patrol, Chief of Hazardous  
Materials Section

November 4, 2015







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# Incident Investigation

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Special Agent Dave Autrey

Weapons of Mass Destruction (WMD)

Coordinator, FBI/Denver Division

November 4, 2015





# FEMA

## Why Does the 8<sup>th</sup> Civil Support Team Exist?

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Lieutenant Colonel Charles Q. Beatty  
Colorado National Guard  
Commander, 8th Civil Support Team  
November 4, 2015



# Discussion Panel: Examining hazardous materials incident information and experiences

- Mr. Roger Stone, Acting Assistant Administrator, FEMA/HQ, National Continuity Programs
- Captain John Hahn, Colorado State Patrol, Commander, Hazardous Materials Unit
- Special Agent Dave Autrey, WMD Coordinator, FBI/Denver Division
- Lt Colonel Charles Q. Beatty, Colorado National Guard, Commander, 8th Civil Support Team



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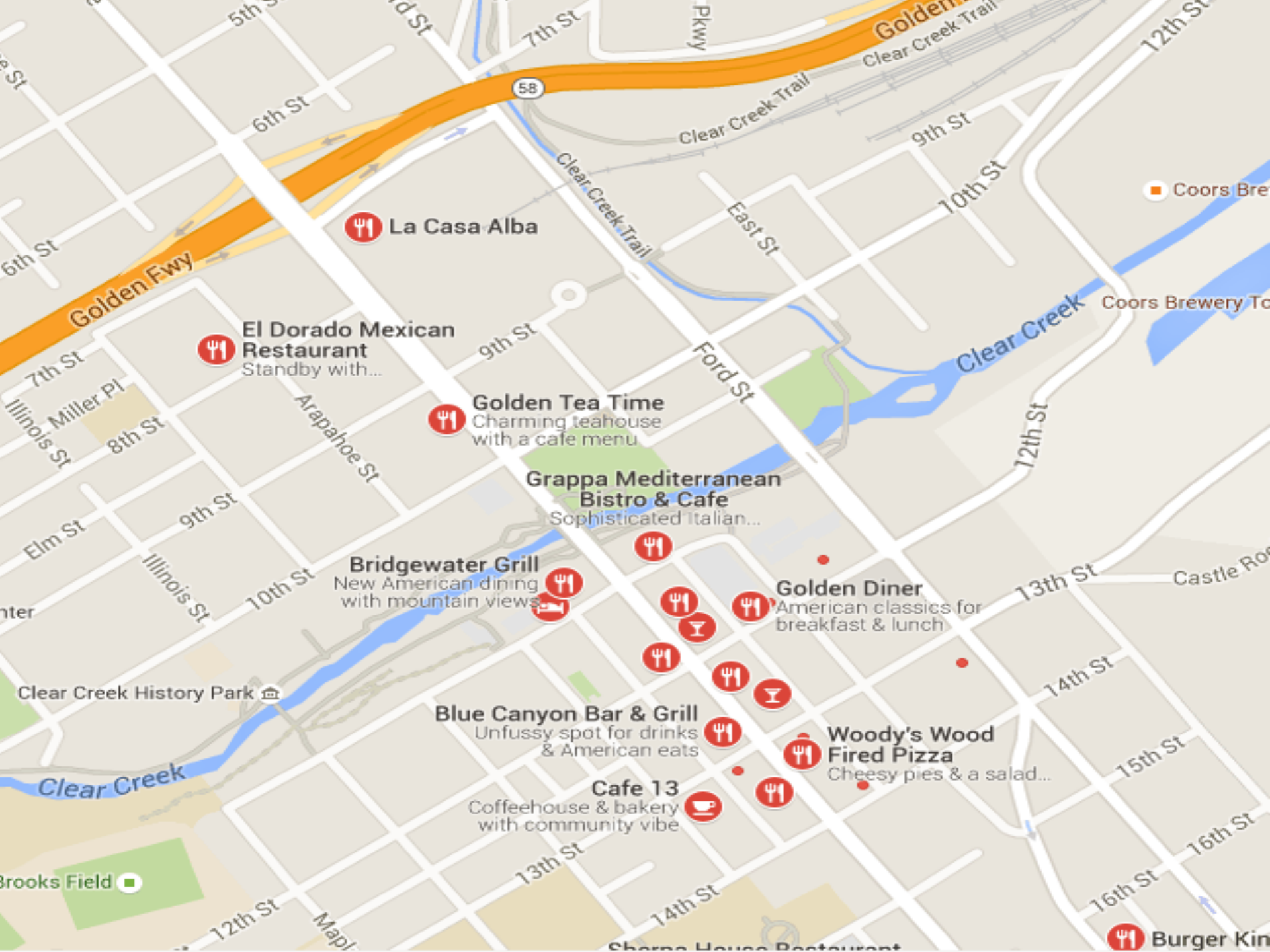
# Lunch

Reconvene at 1:00 pm  
(Facilitator Training)



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Golden

Golden Fwy



La Casa Alba



El Dorado Mexican Restaurant  
Standby with...



Golden Tea Time  
Charming teahouse with a cafe menu

Grappa Mediterranean Bistro & Cafe  
Sophisticated Italian...



Bridgewater Grill  
New American dining with mountain views



Golden Diner  
American classics for breakfast & lunch



Blue Canyon Bar & Grill  
Unfussy spot for drinks & American eats



Woody's Wood Fired Pizza  
Cheesy pies & a salad...



Cafe 13  
Coffeehouse & bakery with community vibe



Burger King



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## Discussion-Based Exercise

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Mr. Jeff Blizzard, Federal Emergency  
Management Agency, Response Directorate's  
CBRNE Office

November 4, 2015



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# Ethics of Crisis Decision Making

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Mile High DICE

November 4, 2015

American Mountaineering Center 710  
Tenth Street | Golden, CO 80401

# Agenda

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- Administrative
- Exercise Goals & Objectives
- Crisis Decision Making Framework
- CBRNE-Specific Ethical Considerations
- Case Study & Facilitated Discussion
- Things to Think About

# Goals & Objectives

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- Familiarize participants with the Crisis Decision Making Framework and improve decision making capabilities
- Increase awareness about the importance of incorporating CBRNE effects into continuity planning
- Identify solutions to gaps or vulnerabilities in organizational continuity plans and procedures



# Rationale

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- It is important to address the ethical implications of decision making in response to a large-scale disaster
- Decision makers must be able to deliberately and ethically prioritize resources with limited information

# Philosophical Approaches

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Approach	Emphasis	Example
Utilitarianism	Results and outcomes	Do the greatest good for the most people
Deontology	Duty and rules	Save all who can be saved
Virtue ethics	Character and virtues	Be compassionate and have an empathetic response

# Example: Haiti Earthquake

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- Large-scale disaster strained limited resources
  - ~ *4 million* people affected
  - Significant infrastructure collapse
  - Medical infrastructure destroyed
- Transportation into affected areas was restricted



# Example: Haiti Earthquake

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- Decisions with ethical implications were made affecting the response
  - Bringing in urban search & rescue teams instead of medical teams
  - Amputations without long term follow-up care
  - Palliative care and mass fatality issues



# Crisis Decision Making Framework

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- A Crisis Decision Making Framework (CDM) was compiled from general decision making frameworks, the FEMA decision making process and several SME workshops
- Questions to think about:
  - How are these decisions made?
  - How do different ethical approaches and decisions affect the outcomes of the response?
  - How are decision making processes communicated to the public?
- A copy of the CDM Framework can be found in the 'Handouts' section of your handbook

# CBRNE-Specific Ethical Considerations

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- Safety of responders in entering disaster locale
- Potential for multiple dispersal locations
- Additional resource allocation considerations
- Severe structural damage and possible contamination of infrastructure



# CBRNE-Specific Ethical Considerations

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- Prospects of mass panic
- High levels of military involvement
- Communication of an invisible threat to the public
- Credibility of threat & response information



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Case Study:



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Toxic Industrial Chemical Release

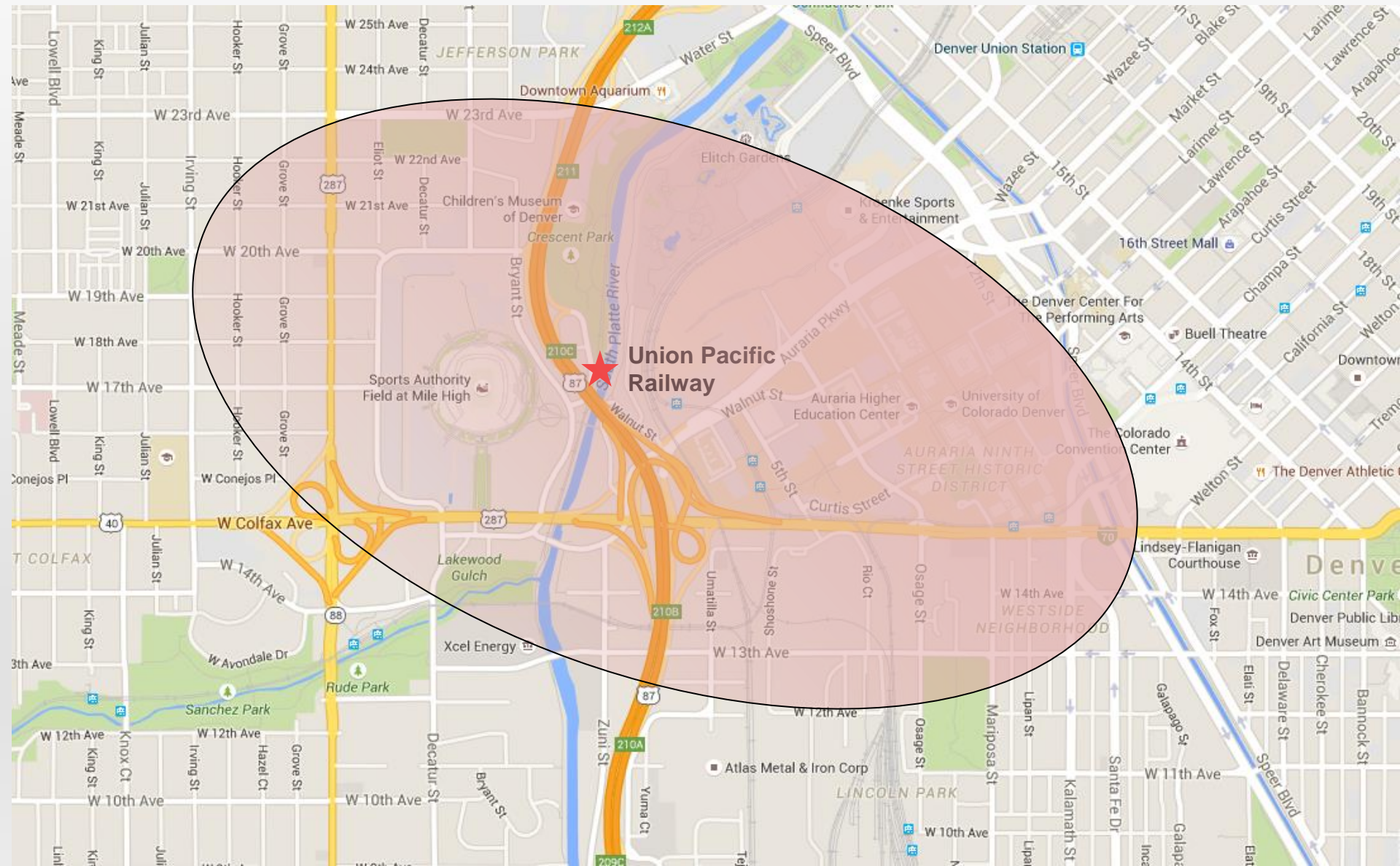
# Breaking News

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- An industrial accident in Denver, CO has just occurred
- Railcar derailment and release
- 90-tons of chlorine release in 2 minutes
- Toxic cloud rapidly surrounding buildings and spreading down streets



# Release Site: Denver, CO





(Music)



# Facilitator Questions

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1. As a table, identify your top 3 response priorities
2. How do each of your priorities impact the response (positive / negative)?
  - a) How are the other priorities affected?
3. What approaches did you utilize in identifying your priorities?
4. How will these decisions be communicated to the public?
  - a) Can you ensure the safety of the public and responders?



# Breaking News Update

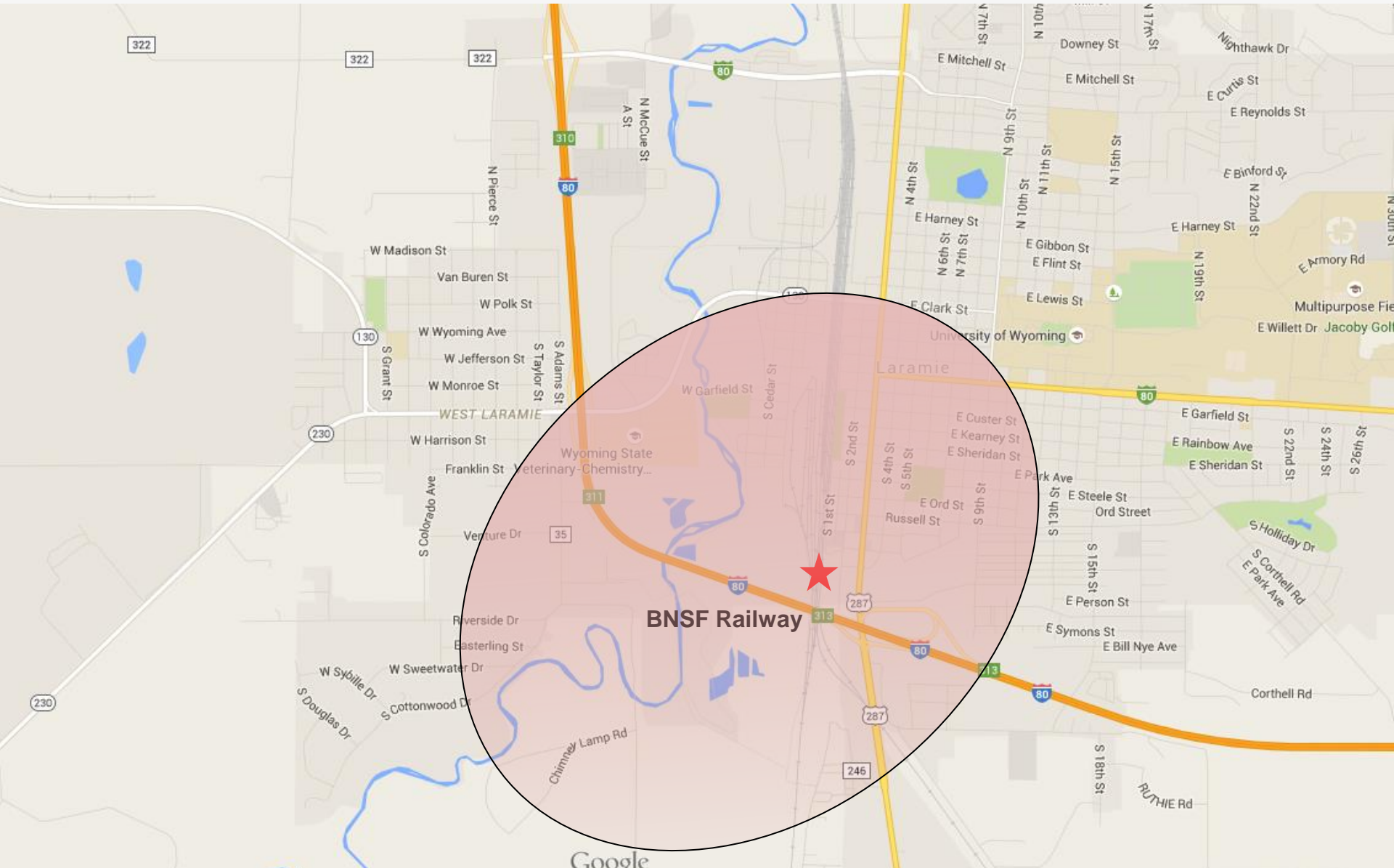
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- Two additional chlorine railcar derailments have occurred in Laramie, WY and Billings, MT
- All three incidents have occurred within the past hour
- Suspected cyber attack
- Response issues compounded by resource constraints

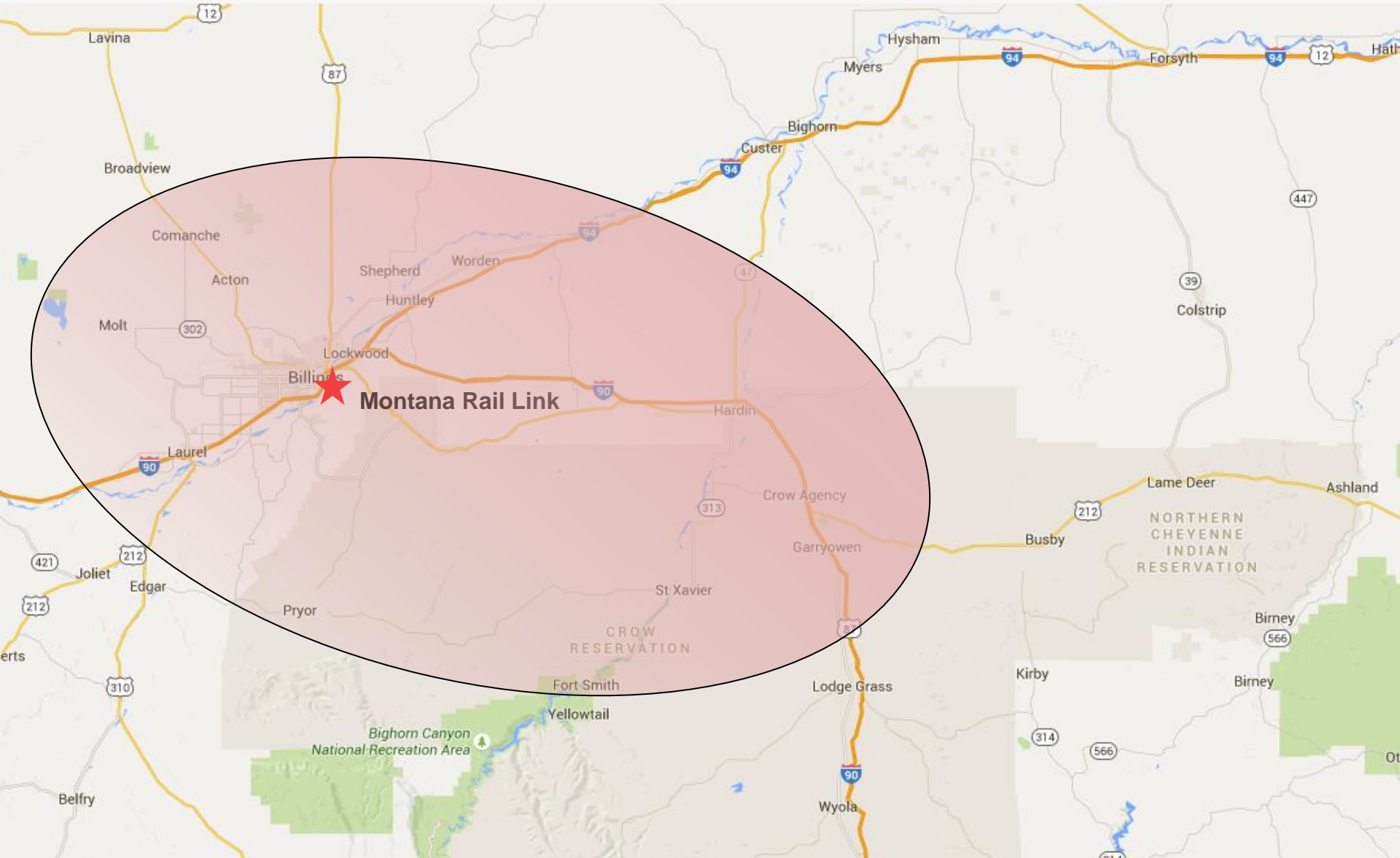


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# Release Site in Laramie, WY



# Release Site in Billings, MT



# Facilitator Questions

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1. Are your priorities in this scenario different than the Denver incident?
  - a) Why? Why not?
2. Given the restraint on resources, how will your priorities be impacted?
3. How will these decisions be communicated to the public?
  - a) Can you ensure the safety of the public and responders?



# Things to Think About

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Priority in medical care



# Things to Think About

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Vulnerable population parity

# Things to Think About

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Military and civilian response



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# Hotwash

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# Exercise Summary

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- This exercise covered the ethical implications of decision making in response to a large-scale disaster and the Crisis Decision Making Framework



# Contact Information

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## ➤ Dwayne Myal

- [Dwayne.Myal@fema.dhs.gov](mailto:Dwayne.Myal@fema.dhs.gov)

## ➤ CBRNE Office

- [CBRNE@fema.dhs.gov](mailto:CBRNE@fema.dhs.gov)





# Resources:

**[www.colorado.feb.gov](http://www.colorado.feb.gov)**

**<http://www.fema.gov/continuity-operations>**

## Closing Remarks

Please turn in your Feedback Forms

# Thank you!



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